



Enterprise Project Management Office (EPMO) – its.epmo@its.nc.gov

What is in this issue

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What's Changing

EPMO Training

PMP Prep Class – Good news! We will offer a spring class based on the new version of PMBOK 4.0. Please contact jesus.lopez@its.nc.gov.

PPM Tool and Status Report Training

Status report training will be offered in early December. Please contact Charles.richards@its.nc.gov or Janet.stewart@its.nc.gov.

EPMO Team

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Please send feedback to its.epmo@its.nc.gov.

2009 EPMO Customer Satisfaction Survey

What are the results of the survey?

State agency customers voiced their increased satisfaction with the Enterprise Project Management Office, according to its 2009 biennial survey. The online survey received nearly twice as many responses (71) as the previous survey, and all benchmark areas show improved ratings from 2007, with the EPMO's people rated as its greatest strength.

In addition to effectiveness ratings, agencies gave their input on the use of digital signatures, a team collaboration tool, and a project management toolkit.

This survey also reflects a high project and portfolio management maturity ratings level, thanks to the agency project managers who have

improved their effectiveness and skills with support and guidance from the EPMO team.

What were the top three areas to improve?

- 1) Business case development
- 2) Cost estimating
- 3) IT and business partnership management

What are some of the customer improvement ideas based on comments provided in the survey?

- 1) Streamline processes.
- 2) Improve gate approval.
- 3) Increase EPMO assistance at project initiation.
- 4) Help business people understand project management.
- 5) Improve understanding of project models like agile or SaaS.

- 6) Improve QA issue and risk process.
- 7) Improve PPM tool performance and tool capabilities.
- 8) Continue to improve website, documentation, communication and collaboration.

Why is feedback important?

Survey results will guide EPMO and agency improvements over the next two years.

Believe it or not, over 400 comments were received from our customers. Thank you so much.

The survey results can be found at <<http://www.epmo.scio.nc.gov/documents/docs_misc/EPMO_Survey_2009.pps>>

New Project Coordination List Document

What is the Project Coordination List?

This is a new document created by the EPMO and is the responsibility of the Project Management Advisor with help from the agency project manager.

The document is created at the beginning of a project and helps identify by name the State Approvers, ITS Architects, ITS Legal Staff, ITS Statewide Procurement Specialist, OSBM Budget Analysts and others that will be involved with the project, as well as any critical checkpoints that may need to occur. The PMA is responsible for completing the list.

Why is this document important?

Project lessons learned revealed that early engagement and involvement with key approvers and reviewers helps prevent project delays. The EPMO has worked with the various ITS teams and all have agreed that employees from ITS Architecture, ITS Legal, ITS Statewide Procurement and ITS Operational Support teams will be named at project initiation. Key agency team members should also be named on the project coordination list.

How does this relate to the Project Management Body of Knowledge (PMBOK)?

In PMBOK this can be considered a part of the communication plan. A communication plan allows the project manager to document the approach to communicate most efficiently and effectively with stakeholders. This should be done very early in the project.

The document can be found at <<<http://www.epmo.scio.nc.gov/FormsAndTemplates/FormsAndTemplates.asp>>>

PPM Tool Update

The PPM hardware refresh is on hold and will NOT happen October 31st. We have run into some issues with the application's performance and we are taking the application back into the engineering lab to work through these issues.

After the refresh we will look at streamlining some of the data required on the tabs and creating an archive database for old projects.

New EPMO Team Member

Please welcome Janet Stewart to the EPMO team. Janet replaces Barbara Swartz and is working with Charles on the PPM tool and process support. Barbara accepted a position with DHHS on the Crossroads State Agency Model (SAM) project.

ITS Communications Hub

ITS now has a communications tool that allows messages and bulletins to be distributed based on customer subscription. The EPMO Newsletter is currently available through the ITS Communications Hub; PMAG meetings and PPM tool updates will soon be added. The email distribution method will continue for at least the next 6 months. To subscribe to EPMO and other communications, visit the ITS Communication Hub at <<<https://communications.its.state.nc.us/>>>

Important Links

EPMO Web Site
<<<http://www.epmo.scio.nc.gov/>>>

PPM Tool
<<<https://www.ppm.state.nc.us/UMTNC/Login.aspx/>>>

New and Updated Best Practice Documents

The Methodology group has developed two best practice documents with help from the Office of State Budget and Management.

The new **Staffing and Financial Planning** template has some really nice features:

- 1) Organized by fiscal year
- 2) Tab for benefits documentation
- 3) Tab for operations and maintenance (O&M) costs

- 4) Ability to document change requests and have them reflect the cost impact to the phase and TCO of the project

- 5) Summary tab that summarizes all costs

- 6) Template instructions and frequently asked questions

The **Project Change Request** template was developed by looking at other agencies' change request documents

and then working with the OSBM analysts to understand what is important to review from a budget perspective.

These documents can be found at the Key Forms and Templates section of the EPMO website.

<<<http://www.epmo.scio.nc.gov/FormsAndTemplates/FormsandTemplates.asp>>>

Improvements on the Horizon

Closeout Document

EPMO customers have asked for further improvements in the closeout document for registered, state approval required and canceled projects.

Risk Management

The Methodology Group is reviewing how agencies look at risk management, planning and mitigation. The end result should be a best practice document and templates to help agencies with risk management. This should be ready for our January release.

Gate Approval Expectations Document

The EPMO Director has worked with Vicky Kumar from OSC, Tim Pursell from ITS Architecture, and Sarah Porper from OSBM to document their expectations at gate approval. This will provide the project manager with an insight into what the state approvers look at during gate approval. It is important to have the right information before the gate approval so approvals go smoothly.

Right now the average state approval times in work days are:

- EPMO – 5.16 days
- OSC – 6.25 days
- ITS Architecture – 8.86 days
- OSBM – 12.54 days

This is based on gate approvals from January 2009 – September 2009

Remember the above time does not include the time a project may be in "agency review".

What's Changing

PPM Tool Performance

Hardware Refresh – on hold until we can research performance issues in the test lab.

PPM Tool Changes

Project Info Tab
Rename "Project Plan" to "Project Management Plan"
Rename "Work Breakdown Structure" (WBS) to "Project Schedule"

PPM Process Changes

Project Approval Workflow (update)
Frequent Users Guide for Projects > \$500,000 (update)

Documentation Changes

Project Coordination List (new)
Staffing and Financials Plan (update)
Project Change Request Template (new)

Documentation Changes

2010 Status Report Due Dates (new)
PMA Assignment List (update)
Project Approval Workflow (update)
EPMO Value Proposition (update)
EPMO Calendar (update)